

S-E-C-R-E-T

9 April 1969

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MEMORANDUM FOR: [REDACTED]
Coordinator, CS Senior Seminar

SUBJECT: CS Senior Seminar

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1. Per our discussion yesterday I would like to submit a few thoughts for your consideration concerning additional points to be covered in the Seminar. First, I believe [REDACTED] suggestion of having one officer in the Seminar defending a particular point with the other dozen or so critiquing is worth trying, provided there is a clear understanding that each officer in the Seminar will be expected to defend additional points against the critique of his colleague. We think this might contribute to the effectiveness of the Seminar.

2. Under the topic of Non-Official Cover, we think it would be useful to include some discussion on the assignment of [REDACTED] by the Clandestine Service. Also, under the Career Management topic we think it would be of value to discuss the shortcomings of current recruitment practices, the refining of recruitment requirements and the basic CS organizational structure. In line with this we think there should be some discussion on the desirability of eliminating support personnel in any operational discussion. Lastly, under the Career Management topic, we feel it would be useful to discuss the possibility of disposing of unsatisfactory CS personnel in other directorates of the Agency, i.e., an officer who is unsatisfactory as a case officer or an operational supervisor might well be qualified to perform various functions in the Office of Security, Logistics, etc.

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3. The essential pre-Seminar reading should certainly include [REDACTED] article on the topic of deep cover agents. I do not have a list of publications produced by SB over the past several years. I recall, however, there are a number that would be of value in discussing the recruitment of [REDACTED] for example, [REDACTED]

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4. My suggestion with regard to techniques for the Seminar would be to de-emphasize the idea of panels, teams or debating groups. I would favor rather the free and open discussion by the group as a whole on the specific topics and where topics are thought to be of sufficient concern, I would suggest assigning two or three officers to prepare a brief paper on the topic at issue. This paper could then serve as a basis for additional comments, acceptance and/or rejection by the rest of the Seminar as pertinent.

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